1220
J. H. Casey 4
R J REYNOLDS TOBACCO CO
Raritan Center
400 Raritan Center Parkway
Edison NJ 08837

51843 0446

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

September 30, 1993

TO: All Field Sales Managers

Attached is information that will assist you in implementing the 1993/1994 manpower plans. This information includes manpower realignment, job eliminations, outplacement guidelines, and handling company assets. It is very important that you take the time to read and understand this information prior to conducting your meetings. It may appear that some sections of the book do not apply; however, each section should be read so that you have a full understanding of the contents. Any questions should be directed to the attention of your immediate manager.

SALES PERSONNEL

51843 0447

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TIMETABLE

51843 0448

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

MANPOWER TIMETABLE

TIMING	ACTIVITIES		
9/30/93	AVP	→	Finalize Sales Area Manpower Placement Plan
10/1/93	AVP	→	Schedule meetings with RSMs, Staff, Secretaries
10/1/93	W-S	→	Mail meeting packets to AVPs for RSMs to arrive by 10/4/93
10/4/93	AVP	→	Plan for meetings with RSMs/Staff/ Secretaries - review manpower book
10/5/93	AVP	→	Meetings with RSMs, Staff, Secretaries
10/6/93	RSM	→	Plan for meeting with CAMs/DMs/ Secretaries - review manpower book
10/6/93	RSM	→	Schedule meetings with CAMs/DMs Secretaries
10/7/93	RSM	→	Meetings with CAMs, DMs, Secretaries
10/8/93	DM	→	Plan for meeting with ELMs/Sales Reps/ Secretaries - review manpower book

51843 0449

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TIMING	ACTIVITIES
10/8/93	DM → Schedule meetings with ELMs and Sales Reps
10/11/93	DM → Meetings with ELMs, Sales Reps, Secretaries
10/22/93	RMs/DM → Complete realignment
10/25/93	DM → Meeting with Sales Reps - new assignments

51843 0450

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

DM MEETING

51843 0451

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

1993/1994 MANPOWER IMPLEMENTATION MEETING
Division Managers with Entry Level Managers/Sales Reps
Monday, October 11, 1993

Planning Checklist/To Do	Complete By
• RSMs will provide meeting packets/instructions to DMs - Packets will include reps/managers that are being offered severance packages	10/7/93
• RSMs will provide DMs a sales area list of vacant ELM/SR territories to give to ELMs/SRs during individual meetings	10/7/93
• Division managers schedule division meeting for all entry level managers and sales reps for 8 a.m. 10/11/93	10/8/93
• Division managers plan individual meetings with ELMs and then sales reps to be severed (20 minutes each) - <u>do not communicate until that morning</u>	10/8/93
• DMs should review list of managers who will assist/support where there are job eliminations	10/8/93
<u>SPECIAL NOTE</u>: Division managers or designated managers (AVPs or RSMs will conduct meetings where DMs have been severed)	

51843 0452

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Action Plan	Complete By
Meeting Preparation	
• Review manpower book in detail. It is critical that you understand the material, i.e., positioning, outplacement services, etc. in detail prior to sitting down with employees. Last opportunity for questions and answers. Plan for RSM/Staff meeting.	10/8/93
• Meeting with employees whose jobs have been eliminated should include: - DMs utilize script provided by Personnel when discussing job elimination (attachment) - DMs utilize the termination guidelines with employees whose jobs have been eliminated (attachment) - DMs should outline DBM outplacement company guidelines (attachment)	10/8/93
Actual Meetings	
• All ELMs and SRs arrive for 8 a.m. meeting. DM requests everyone wait in conference room.	10/11/93
• Division Managers (or designated managers) will begin individual meetings with entry level managers and sales reps to be terminated (20 minute intervals) starting at 8 a.m. - Terminated employees will leave with designated manager (make arrangements to collect company assets) - ensure employees understand that any shortage of company assets will be collected from severance pay - Schedule sufficient time to collect all property - Complete disposition of company assets (attachment) -- Vehicle -- Credit Cards - AT&T and American Express -- Assigned equipment	10/11/93

51843 0453

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Action Plan	Complete By
-- Contingency funds -- Draft books -- Collect keys to sales offices and make arrangements to have locks changed -- Computer log-on ID will be eliminated based on severance package request in Winston-Salem	
• DMs will provide ELMs/SRs that have their jobs eliminated a list of vacant ELM/SR territories at the individual meetings. - Key points: -- ELMs/SRs can request a transfer for the same position they previously held -- ELMs will be relocated at company expense -- SRs will be required to pay for their own relocation -- If more than one individual requests the same vacancy, seniority will be the determining factor. Requests will forwarded to AVPs and employees will be advised at a later date.	10/11/93
• At the completion of the individual meetings with terminated employees, begin a division meeting with remaining ELMs and SRs - points to cover: - Utilize material from manpower plan book - Changes in division - Sales reps will begin to augment retail coverage within divisions - DMs will assign any accounts in vacant territories that require coverage until realignment is complete	10/11/93
• DMs will meet individually with secretaries to offer them a new position (coordinator) or job elimination - DMs should advise secretaries who are not offered a position that upon completion of discussions with secretaries in the region that will have a region operations unit, they will be considered if there are any positions remaining.	10/11/93

51843 0454

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Action Plan	Complete By
NOTE: Division closings or Division administration that will be consolidated in the region operations unit - RSMs, ROMs, and DMs should review the region operations unit implementation plan to decide on closing date for division. If the current secretary is a high performer, we should continue employment until approximately 12/1/93 until we have clearly made the transition. If the secretary is a low performer, the division should be closed immediately and administrative work transferred to the region office until the region operations unit is in operation. Disposition of division offices (facilities) that will be closed from downsizing should be handled by the region operations manager who has responsibility for the new boundaries (see office closing guidelines).	
• RSMs/DMs will utilize region/division strawman and begin preliminary realignment utilizing new guidelines (attachment) - Adjust frequency (if applicable) - Determine territories for each division - Utilize sales call planning to realign boundaries	10/12/93
• DMs will meet with RSMs and AVPs - Discuss realignment and territory changes - Discuss new merchandising contracts - Meetings have been scheduled in Dallas and Washington and DMs will be notified by RSMs of the location/date to attend the meeting	10/18-21/93
• RSMs/DMs will complete realignment and submit territorial change bulletins	10/22/93

S1843 0455

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Action Plan	Complete By
• RSMs/DMs will prepare meetings with Sales Reps to - Provide rep with new territories a new master list, exchange contracts, and plan-o-grams - Provide reps key information, division number, customer contracts, and specific division guidelines - Provide reps review/guidelines on new merchandising contracts	10/25/93

51843 0456

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TERMINATION
GUIDELINES

51843 0457

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

GUIDE

FOR

TERMINATING MANAGERS

51843 0458

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

PREPARING FOR THE TERMINATION MEETING

Being well prepared for the termination meeting is critical. Not only will it help you to be more effective in handling the employee who is leaving, it will ease your anxiety and reduce the chances of litigation. The following aspects of preparation need careful attention:

- **TIME AND LOCATION OF THE MEETING:** Arrange for a private business setting.
- **SEVERANCE INFORMATION:** You will want to be clear with the employee about the severance benefits they will be receiving as soon as they are ready to listen. Do not attempt to explain the details of the severance program.
- **SECURITY ISSUES:** Follow Guidelines For Collecting Company Assets.
- **STRUCTURING NEXT STEPS:** Coordinate Out Placement meetings with appropriate people. The Benefits Department will correspond with the employee at the appropriate time.
- **UTILIZE ATTACHED SCRIPTS:** For severed employees and employees that will have a position, know what you will say about the action being taken, the reason, when and how it will happen.
- **ANTICIPATING REACTIONS:** Practice dealing with the stress of anger, shock, denial, and silence so that you know what traps to avoid.
- **PREPARING YOURSELF EMOTIONALLY:** Telling another human being they no longer have a job isn't easy or comfortable for most people. It is natural to feel anxious, awkward, inadequate, or guilty about being the bearer of that news. Expecting discomfort and accepting it is part of the preparation. So is the script planning because it allows you to deliver the message in the most professional and humane way possible.

51843 0459

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CONDUCTING THE TERMINATION MEETING

Once you have completed the preparation steps, there are three aspects to conducting a termination meeting:

- Deliver the message
- Managing reactions
- Structuring next steps (explain that DBM will be providing out placement services)

DELIVERING THE MESSAGE

Do's

- Invite the person to sit down
- Get right to the point
- Be clear about the action taken
- State why, what, and when

Don'ts

- Say "Good Morning, good to see you"
- Use humor
- Be apologetic
- Engage in small talk

MANAGE REACTIONS

Do's

- Listen
- Wait for employee response
- Restate message if necessary
- Keep to the script
- Provide structure

Don'ts

- Defend, argue, justify
- Discuss other employees
- Use platitudes or gratuitous comments
- Try to minimize/offer false hope
- Make promises you can't keep
- Allow the meeting to drag on unnecessarily

STRUCTURE NEXT STEPS

Do's

- Clarify official separation date
- Tell employee to review separation package. If clarification is requested, employee should contact the Personnel Department
- Explain logistics for leaving the Company
- Close and notify the employee about the DBM Out Placement Service

51843 0460

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TERMINATION INTERVIEW GUIDELINES

By following these guidelines, the termination interview will be conducted in the most professional and humane way possible:

1. Get to the point quickly

   It is a great mistake to spend time trying to build rapport by making small talk. Most people will have anticipated the purpose of the meeting. Start out the conversation with an introductory statement like: "Bill, I have something I must discuss with you." Then move quickly into the specifics.

2. State the reason for the change

   People will dwell at length in their mind for the answer to the question, "Why me?" Ensure that the person's self-esteem is not hurt any more than possible. Give a clear and concise answer, in general terms, of the reason(s) for the termination. Your answer should focus on the factors of organizational needs, relative job performance, and length of service. Avoid discussing or debating specific details that are likely to cause the meeting to deteriorate into an argumentative or defensive discussion or debate.

   Note: This is not the time to discuss the specific reasons for any decision. If the employee insists on an answer to the question, "Why me?", you simply tell the employee that this is not the time to discuss it, but that you will be happy to make an appointment at a more appropriate time.

   Under no circumstances should you discuss personnel actions affecting any other employees.

3. Be clear on the actions being taken

   As a result of the emotion involved, people frequently don't fully hear or understand what is happening to them. It is not uncommon for people to leave the interview without realizing they have been terminated. For this reason, be certain the individual completely understands the decision that has been made.

4. Don't get defensive

   This is probably the most important, yet the most difficult guideline of all. If you allow yourself to defend and argue the decision or rationale, you will destroy the entire conversation and cut off effective communication. Even though you may have been a part of the decision, remember that your role is not to defend the decision. Your role is to communicate management's decision to the employee.

5. Avoid platitudes and promises

   Never say something like "This really isn't the worst thing that could happen to you," or something similar, since on this day, this is probably the worst thing that could happen to the person! Also, avoid giving false hope to people that things will be better in time and they will be back where they were -- since you don't really now.

51843 0461

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

6. Explain Company support

   Briefly explain the support offered by the Company. Do not go into great depth, as the person will not "hear" much of what you are saying. Give the person the severance package so that they can review it at a later date.

7. Provide structure

   Not only are people emotional during these conversations, but they generally feel out of control because they are not sure what they should do next. Explain that the Company has contracted with Drake Beam Morin to provide them with out placement services, and a representative will be contacting the employee.

8. Don't allow the meeting to drag on unnecessarily

   You should keep in mind that the objectives of the meeting are straightforward:

   (1) To clearly communicate the message
   (2) To manage reactions
   (3) To communicate Company support
   (4) To structure and move to the next steps

   While remaining sensitive and compassionate, you should avoid allowing the meeting to drag on into a discussion or debate of specific issues, by the employee, which attempts to dispute, avoid, or undo the decision that has been made. This will simply hinder or delay the employee in dealing with the realities of the situation. While not always true, generally, the longer the meeting goes on, the more likely it is to become counter-productive.

51843 0462

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

SCRIPT FOR SEPARATION MEETING

The industry's new pricing structure has changed the way we will conduct our business activities in the future. Our earnings for 1993 will be reduced $900 million. The sales management team has spent the past several weeks working through a process to determine the most efficient sales organization that will allow us to achieve our business objectives. As a part of this process, Managers were asked to evaluate the relative performance of their employees. The process was carefully reviewed to ensure our approach to this painful task was fair to all employees. The changes in our business require us to eliminate some field sales positions, and I regret to tell you that, effective today, your job is being eliminated.

As this process continues, there may be vacancies within the Sales Area for which you may be considered, if you are interested. Consideration for such vacancies will be based on seniority and you will be contacted to determine your interest if such vacancies occur.

To assist you in managing the transition out of RJR, we are offering you a special separation package which includes continuation of pay and benefits for a period of time, in addition to career transition assistance. This package is conditional upon your signing the SBC Letter Agreement which includes a release of claims against the Company. Here is your package and a list of contacts in the Human Resources Department. Please read over this material at home and feel free to call any of the individuals on the contact list if you have questions.

You have twenty-one (21) days to consider whether to sign the SBC Letter Agreement, and you are advised to consult an attorney before signing. If you decide to sign, please sign the copy where provided on the last page and return it to Paul Macksood in the Sales and Marketing Personnel Department. If your signed agreement is not received by Mr. Macksood within 30 days of your release date, the Company will assume that you do not wish to participate in the SBC Program.

You will be contacted by a representative from Drake, Beam and Morin who will review their career transition services with you. DBM will be in contact with you within 48 hours.

LISTEN:
Allow employee to respond. Be objective and empathetic. Typical responses from employees are:

- Acceptance
- Shock
- Anger
- Fear
- Denial and Controlled Response

Note: This is not the time to discuss the specific reasons for any decision. If the employee insists on an answer to the question, "Why me?", you should simply tell the employee that this is not the time to discuss it, but that you will be happy to make an appointment at a more appropriate time.

Under no circumstances should you discuss personnel actions affecting any other employees.

COMPANY ASSETS:
Collecting Company assets is the last step of the meeting. You, or a designated manager will leave the meeting and collect all Company assets (Guidelines attached to implementation packet).

51843 0463

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

SCRIPT FOR EMPLOYEES THAT WILL HAVE A POSITION IN THE SALES ORGANIZATION

The industry's new pricing structure has changed the way we will conduct our business activities in the future. Our earnings for 1993 will be reduced $900 million. The sales management team has spent the past several weeks working through a process to determine the most efficient sales organization that will allow us to achieve our business objectives. As a part of this process, Managers were asked to evaluate the relative performance of their employees. The process was carefully reviewed to ensure our approach to this painful task was fair to all employees. The changes in our business require us to eliminate some field sales positions.

Earlier this morning, we completed the painful process of terminating the employment of some of our colleagues. This has been done as a result of RJR's changing business needs. I will not discuss or answer any questions about those who were terminated.

Through this transition period, we will all need to:

(1) Project a positive attitude
(2) Promote teamwork
(3) Maintain a focused approach

Sales Reps will continue to make retail calls currently assigned, and DM will assign any accounts in vacant territories that will require coverage until the realignment has been completed.

51843 0464

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

QUESTIONS AND ANSWERS

It is extremely important to provide correct and consistent answers to questions posed by terminated employees. Consequently, any questions related to benefits, salaries, unemployment compensation, or any questions to which you are unsure of the answers, should be referred to a Personnel representative.

QUESTION: Why was I selected? Who made the final decision? On what basis was the evaluation made? Was I considered for other positions? Do you think there will be any opportunities for me at a later date?

ANSWER: The selection was made by Management with Personnel approval and was based on a number of factors, including organizational needs, job performance, and length of service.

Note: This is not the time to discuss the specific reasons for any decision. If the employee insists on an answer to the question, "Why me?", you simply tell the employee that this is not the time to discuss it, but that you will be happy to make an appointment at a more appropriate time.

Under no circumstances should you discuss personnel actions affecting any other employees.

QUESTION: What recourse do I have?

ANSWER: First of all, you should understand that this process has been carefully reviewed and approved by Management and Personnel to ensure its fairness; however, you are always free to use the open door process to address any concerns you may have.

QUESTION: Can I continue to work for a period of time?

ANSWER: No. We encourage you to utilize your time exploring other employment opportunities.

QUESTION: Can I be considered for re-employment with the Company in the future?

ANSWER: Yes, you are free to apply for any vacancy for which the Company may be hiring in the future.

QUESTION: Will you write a letter of recommendation for me?

ANSWER: By policy, the Company limits release of personal information to external requesters. Personnel will provide you with information regarding the type of information which you can elect to have released.

QUESTION: May I take my salary continuance in a lump sum?

ANSWER: No. Salary continuance will be provided in the form of salary.

51843 0465

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TYPES OF REACTIONS TO EXPECT

When people experience involuntary job changes and termination, they usually react in one of the following ways:

- **CONSTRUCTIVE/REALISTIC:** If there is a "normal" reaction to bad news, it is characterized by expressions of anger, hurt, or disappointment, by listening to your message, and by probing for answers to questions. This is the most rational of the four reaction patterns we discuss.

  In responding to this type of reaction, it is helpful to listen, to provide structure, and to be clear on the next steps.

- **ANGER:** People sometimes allow their emotions to take over and they become angry and aggressive, possibly attacking you or the Company.

  With this type of reaction, the temptation is to become defensive or argumentative, neither of which diffuses the employee's reaction. It is important to allow the person to express their anger, to acknowledge that you hear them, and yet to continue to remain calm. In time, the person will calm down and start asking questions like, "What are my options?" Once the person starts asking questions like this, you know you have turned the corner and can deal with the individual in a rational way.

- **SHOCK:** Some people show evidence of shock, confusion, uncertainty, or passivity by appearing not to react at all. This type of reaction may convey that they cannot really handle the situation, and that they need some guidance.

  In such situations, it is important to ask questions to make sure the person heard the message. Don't be afraid to use silence to allow the person to absorb what you have said. Be sure to let the appropriate person from your Human Resources Department or your DBM consultant know about any reactions that seem unusual to you.

- **DENIAL/CONTROLLED:** Some people react with a "smooth" or anticipated response. This reaction is tricky because people imply that they have anticipated the bad news and seem almost relieved, yet they may really be avoiding dealing with the gravity of the news. By avoiding the situation, these people are often the ones in the most danger. They don't express their upset, and instead, lie to themselves for as long as they can. Eventually, they may become extremely distraught.

  For this reaction, it is important to make sure the person heard the message and understands when the action will be taken.

51843 0466

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CHECK LIST FOR TERMINATING MANAGERS

I. Prepare for the termination interview
   A. Review Guide for Terminating Employees
   B. Review each termination carefully
   C. Discuss "difficult" cases with Sales and Marketing Personnel

II. Coordinate termination schedules with Sales and Marketing Personnel

III. Review details for transition to DBM consultant with Sales and Marketing Personnel

IV. Collect Company assets -- utilize attached Guidelines

51843 0467

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

OUTPLACEMENT
GUIDELINES

51843 0468

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CAREER TRANSITION SERVICES
DBM OUTPLACEMENT GUIDELINES

- **Each RJR Manager contacts DBM Project Manager in Winston-Salem to initiate the career transition process immediately following the termination of their employees.**

Contact DBM Associate at 1-800-852-8015, ext. 1839

- **RJR Manager should be prepared to provide the DBM project manager the following information on terminated employees.**
  - **Name**
  - **Social Security Number**
  - **Address**
  - **Home Telephone Number**

- **RJR Manager will advise terminated employees that DBM outplacement will be contacting them within 48 hours.**

- **RJR Manager should provide terminated employees the DBM toll free # (1-800-606-2291) to use if they have not heard from DBM in 3 days.**

- **Attached is an overview of the services offered for each terminated employee and complete details will be provided by DBM upon contact with the RJR employee.**

51843 0469

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

DBM

DRAKE BEAM MORIN, INC.

TO OUR R.J. REYNOLDS TOBACCO COMPANY CANDIDATE

R.J. Reynolds Tobacco Company has contracted with Drake Beam Morin, Inc., the world's leading career management consulting firm to provide you with a Career Transition Program.

Your Career Transition Program will equip you with skills and techniques that will help you locate a meaningful and satisfying new position in the shortest possible time.

Features of your Career Transition Program include:

- Assessing your career and setting a direction
- Identifying your accomplishments, skills and motivations
- Preparing a resume
- Creating a job search campaign
- Learning how to market yourself

A DBM Consultant will be in contact with you within 48 hours to provide you with more information and to schedule your program.

If you have not been contacted by Drake Beam Morin within this time frame, call us, toll-free, at 800-606-2291 and we will discuss the best time and location for you to receive your program.

51843 0470

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CAREER TRANSITION SERVICES FOR ENTRY LEVEL MANAGERS, SALES REPS, SECRETARIES

- As part of the "turnkey" process, a DBM consultant will contact the separated RJR employee and describe the career transition services that RJR has purchased for him or her. As part of the termination package, the RJR employee will have been alerted to expect this call and will have received an outline of the services to be provided.

- The DBM consultant will describe the services and offer to meet the candidate locally, at an appropriate facility, for eight hours of consultation, training and resume preparation. If the RJR candidate agrees to this, the following will take place:

  - DBM consultant gets candidate to agree to prepare assignments in advance of the meeting.
  - RJR candidate is mailed a job search manual and instructions for pre-work.
  - DBM consultant arranges for local facility, arrives on agreed date and delivers 8 hours of job search training and consultation as well as development of rough draft of a resume.
  - Consultant assists candidate in completing a "job lead bank" access sheet. (DBM's job lead bank is a computerized database of over 20,000 open jobs, indexed by industry, function, geography and compensation level).
  - Consultant advises of toll-free number for 30 days of ongoing job search consultation.
  - RJR candidate initiates calls to toll-free consultation.
  - DBM contacts RJR candidate after thirty days for final status report.

If the one-on-one consultation not acceptable to the RJR candidate, the DBM consultant offers a toll free telephone training and consulting option featuring the following:

- As assigned DBM consultant who will guide the RJR candidate through the nine modules of DBM's job search manual over a multiple series of calls.

- Resume is developed and 100 copies sent.

- Candidate given access to "job lead bank" and leads are sent.

- RJR candidate requested to complete evaluation sheet.

- Toll free access to consultation for thirty days after formal training completed.

- Contract initiated by DBM at end of 30 days to assess status and report to RJR.

51843 0471

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

DISPOSITION OF
COMPANY ASSETS

51843 0472

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

COORDINATING 1993/1994 MANPOWER PLANS

Individual Employees
Disposition of Company Assets

Guidelines

I. Handheld Returns

Return all unused handhelds, modems, and chargers to Fastech, with a cover letter indicating these are "spare" RJR handhelds to:

Fastech
450 Parkway Drive
Broomall, PA 19008
Attn: Service Center Depot

If a "returned" handheld is being retained in the Division, contact Vanessa Perry (ext. 6113) and let her know the handheld is being used as a spare or is being reassigned.

II. Field Sales Operating Funds (FSOF)

Verify that the FSOF balance per the employee agrees with the amount recorded in the Sales Expense System (SES). Any difference should be resolved immediately.

TRANSFERS: Complete Form 6217A (FSOF Transfer Request and Receipt) and send to Sales Finance in Home Office. Verify beginning fund balances in SES of the transferee and the transferor.

REDUCTIONS: Complete Form 6217B (FSOF Reduction Request and Receipt) for each employee's FSOF reductions. Obtain a check from each employee for the amount of reduction. Verify each employee's beginning balance in SES.

51843 0473

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

OUTSTANDING EXPENSE REPORTS: Although a terminated employee may have an outstanding expense report, a check for the entire FSOF should be obtained, and the expense report entered, as usual, in the Field. If this is not an option and the expense report will need to be used for the FSOF reimbursement, the expense report(s) should be attached to Form 6217B and submitted to Sales Finance. Form 6217B should be completed showing only the amount of the check/cash received as the reduction, and the remainder as the FSOF current balance. When the expense report is processed, it will be used to offset any outstanding FSOF balance.

For terminated employees with a personal mileage deduction, this information should be communicated to Dot Draper in Sales Personnel (ext. 2339) immediately so this deduction will be taken on their last paycheck. If any of these expense reports are entered by the Division office, please make sure the personal miles are not entered. If the expense report is sent to Sales Finance for entry, please circle the personal miles in red and note that this information was communicated to Dot Draper.

NOTE: It is strongly suggested that any FSOF reductions for terminated employees be paid by cashiers check rather than personal checks. The cost of the cashiers check can be charged up by the Manager on their expense report. Any fund shortages that occur at the time of termination should be reported immediately, by phone, to Sales Personnel (Dot Draper, ext. 2339) who will then notify Sales Finance.

III. Drafts

Employees:

Obtain list of all drafts assigned to employees from TPS (use TPS inquiry function book assignment by employee) and have draft books returned for all terminated employees (have $5,000 and $500 books).

Verify that all "used" drafts from returned books have been recorded in TPS. This can be done by comparing the physical draft book received with the drafts listed in TPS using the "book inquiry" screen.

Destroy all drafts in partially used books and verify these drafts have been "voided" in TPS. (All unused drafts for terminated employees in partially used books should be voided).

Complete books should be re-assigned to other employees in TPS or unassigned and returned to Division inventory. (Use TPS maintenance function to perform this task).

518443 0474

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

IV. Mini-Warehouses/Employee Garages

- All outside warehouses should be eliminated and contracts cancelled.
- Contact Sales Finance, Dennis Jacobs (ext. 1760) to deactivate vendors in TPS office expense.

V. Corporate Credit Cards

All Managers have American Express cards. Each employee is personally responsible for the American Express bill as these expenses have been reimbursed via expense report.

American Express cards for terminated employees should be cut in half and returned to Jeannette Cornelius (ext. 7597) in Sales Personnel for handling.

Employees at various levels have been issued AT&T calling cards. These cards are considered returnable property and should not be transferred from one employee to another.

For AT&T calling cards, contact Mary Reavis (ext. 2811) to have her cancel the cards with AT&T. Cards should be destroyed but do not need to be returned to Winston-Salem.

VI. Coupons

Update Coupon Management System (CMS) for all "in transit" items and employee resources.

Have all employees return coupons and verify with CMS balance. Document and investigate differences as appropriate.

Adjust employee inventories in CMS to actual.

Coupons can be transferred to other employees as business dictates. These transactions should be recorded in CMS. See CMS manual for detailed instructions.

51843 0475

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

VII. Vehicles

Obtain vehicle keys and PH&H information (cards, registration, etc.) from the terminated employee.

- Realign Region/Division/Territory boundaries as appropriate with new personnel and Division number.
  - -- Car master system will identify vehicles as surplus/vacant.

- Fleet Operations will view, on-line, current mileage for vehicles assigned to driver as well as vacant/surplus vehicles.

- Fleet Operations will reassign low mileage vehicles to drivers with high mileage vehicles.
  - -- Vehicles no longer needed will be disposed of by Fleet Operations

- During the transition, Fleet Operations will make the assumption that vacant vehicles are to be considered surplus.

Do not offer a terminated employee the option to purchase their company car. If the question is asked, you can communicate the individual's request, in writing, to Larry Giddens, Fleet Operations, Fax # 919-741-6238. Surplus vehicles will not be identified until all reassignments are complete.

As information, relocated employees will be assigned the vacant/surplus vehicles that are registered in the new location.

- Contacts for further assistance:
  Larry Giddens, Fleet Operations, extension 0176
  Jan Faries, Fleet Operations, extension 3044

VIII. Personnel

Monitor LRS to ensure transferred and terminated employees are removed from input screens.

- If terminated employees appear, enter "no" pay for appropriate dates and advise Sales Personnel

To avoid problems entering expenses for transferred employees in SES, ensure department changes and vehicle assignments have been submitted to Winston-Salem.

When relocation is approved, provide transferring employees with relocation manual and initiate with Jeannette Cornelius.

51843 0476

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

MASTER FORM
R.J. Reynolds Tobacco Company
RJRT Form 6217A – 2/91

FIELD SALES OPERATING FUND
Transfer Request and Receipt

A – Transfer Funds From:

Employee Name _____ Account Number _____

Amount Transferred $ _____ Division Number _____

Beginning Fund Balance $ _____

Fund Decrease $ _____

Ending Fund Balance $ _____

*Employee Signature _____ Date _____

B – Transfer Funds To:

Employee Name _____ Account Number _____

Amount Transferred $ _____ Division Number _____

Beginning Fund Balance $ _____

Fund Increase $ _____

Ending Fund Balance $ _____

*Employee Signature _____ Date _____

*I understand that this Field Sales Operating Fund is to be used by me to purchase merchandise (manufactured by R.J. Reynolds Tobacco Company) from distributors at the prevailing wholesale price, and for expenses in conducting other Company business. I further understand that I will be accountable for this Field Sales Operating Fund. Upon termination of my employment with the Company, or whenever otherwise requested by the Company, I agree to repay the above ending fund balance.

APPROVAL

	NAME	TITLE/DIVISION	SIGNATURE	DATE
Initiated By:				
Approved By:				

Reason for Transfer (Must Be Completed): _____

_____

51843 0477

Original: Sales Finance, Winston-Salem

NOTE: Incomplete forms will be returned to the initiator for completion.

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

MASTER FORM
R.J. Reynolds Tobacco Company
RJRT Form 62178 - 2/91

FIELD SALES OPERATING FUND
Reduction Request and Receipt

Employee Name _____ Account Number _____

Reduce Fund $ _____ Division Number _____
(AMOUNT OF CHECK ATTACHED)

Beginning Fund Balance $ _____

Fund Reduction $ (_____)

Ending Fund Balance $ _____

I understand that this Field Sales Operating Fund is to be used by me to purchase merchandise (manufactured by R.J. Reynolds Tobacco Company) from distributors at the prevailing wholesale price, and for expenses in conducting other Company business. I further understand that I will be accountable for this Field Sales Operating Fund. Upon termination of my employment with the Company, or whenever otherwise requested by the Company, I agree to repay the above ending fund balance.

Employee Signature _____ Date _____

APPROVAL

	NAME	TITLE/DIVISION	SIGNATURE	DATE
Initiated By:				
Approved By:				

Reason for Reduction (Must Be Completed) _____

51843 0478

Original: Sales Finance, Winston-Salem

NOTE: Incomplete forms will be returned to the initiator for completion.

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CLOSING OFFICES

51843 0479

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

CLOSING DIVISION OFFICES

It is the responsibility of the Regional Operations Manager to ensure all closing activities are performed in accordance with the guidelines outlined below. The closing of designated offices should be completed by the date of the Operations Units start-up.

Activity	Home Office Contact
Draft Books Obtain inventory of draft books in division office from TPS and verify Account for all books that are "in transit" Arrange to "transfer" complete books that will no longer be needed in the division office. Ship books to the recipient division and fax a list of books being transferred, and specify the divisions involved to Paulette Ingram (fax # 0353). Receiving division should verify books received. "Returns" of draft books to Standard Register are difficult and require special handling. Contact Barbara Mason (ext. # 3342) if this has to be done.	Dennis Jacobs, ext. 1760 Paulette Ingram, ext. 3659
Coupons Update Coupon Management System (CMS) for all "in transit" items Transfer employees' inventories in CMS to their new division. Verify "backroom" inventory with CMS. Document and investigate differences as appropriate. Adjust backroom inventories in CMS to actual. Physically ship coupons to Lentz in Winston-Salem based on corporate directives if this has not been done already. Shipping instructions are outlined in SM-19-G dated 1/22/93. "Return" coupons in CMS. See CMS manual for detailed instructions.	Kathryn Noxon, ext. 2559

51843 0480

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Activity	Home Office Contact
Coupons (Continued) Coupons ($2.50/$.25 and under) should be transferred to the Regional Operations Unit. Shipping divisions should "transfer" coupons in CMS. The recipient location should "receive" coupons in CMS when they physically arrive in the office. See CMS manual for detailed instructions.	
Division Office Files Review all centralized Files Destroy obsolete duplicate manuals, P&P, etc. (Rent shredder as needed) Forward all remaining files to Region Operations Unit (refer to attached retention schedule) Personnel files for terminated employees should be sent to the ROU for retention Personnel files for active employees should be sent to the receiving Division Manager	Stan Driskell, ext. 3680 Dot Draper, ext. 2339
Office Furniture Secure itemized list of all company furniture - Call Property Accounting and obtain a current inventory detail - Take physical inventory - Arrange for transportation of furniture as needed (use part-time help) to local Region Operations Unit. - For furniture that cannot be used in the ROU - complete attached excess inventory form and submit to Kathryn Noxon. Disposition instructions will be forwarded.	Karen Dillon, ext. 0386 Kathryn Noxon, ext. 2559

51843 0481

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Activity	Home Office Contact
Office Furniture (Continued) - Complete RJRT Form 883 to update property records for all furniture and equipment (including PCs that are disposed of or transferred). Physical Office Locations - AFM has prepared summary of all pertinent lease facts and will send letter to landlord to have any correspondence sent to ROU. - Notify landlord that we will be vacating the office (see attached letter). - Explore option for lease buyout with landlord. Buyout clause may be indicated in the lease. - Discuss with landlord if it would be advantageous to have office furnished. This can be used as an inducement to have landlord take a buy-out. - Specific instructions will be sent to you, under separate cover, on how to "sublet" this space if a satisfactory buy-out agreement cannot be reached. - Lease payments will be made automatically from Home Office based on the information from the Sales Office Leasing System. - Discontinue all cleaning service, garbage pickup and arrange office lock-up procedures with landlord.	

51843 0482

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Activity	Home Office Contact
Equipment	
Telephones (see attached instructions)	Mary Reavis, ext. 2811
Copy Machine - Cancel maintenance agreement - Call local Lanier office to pick up machine (need 30 day notice - a removal fee will be assessed) - Lanier Corporate will be advised of this removal by Home Office Purchasing. Copier upgrades may be obtained for ROU's as part of the cancellation of these machines by Home Office.	Frank Thomas, ext. 6035
Fax Machine - Plan to transfer to local Region Operations Unit (ROU can have 2 fax machines) - ROU should store excess machines for future use	Kathryn Noxon, ext. 2559
Postage Meter - Determine maintenance/terms of contract - Cancel contract of transfer/upgrade for ROU's	
PC's, Printers, Network Equipment - Will be transferred as needed to ROU's - Balance to Winston-Salem - You will be contacted about redeployment	Frank Jordan, ext. 7908
Miscellaneous Equipment - TV, VCR's, Camcorder, Leadership Kits for training - ship to ROU's	Tom Renehan, ext. 5814
Systems SIS, SMS, SES, LRS, TPS, etc. - Realignment will be handled by Home Office	SIS - Chris Minner, ext. 3745 SMS - Sharon Korczyk, ext. 2934 SES - Jeannette Cornelius, ext. 7597 TPS - Dennis Jacobs, ext. 1760 LRS - Debbie Cutright, ext. 6313

51843 0483

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Activity	Home Office Contact
Systems (Continued) Deactivate all office expenses or have them transferred to Region Operations Unit Notify all Division office landlords and vendors to send invoice requests to appropriate ROU's	
Supplies and Backroom Transfer to local Region Operations Unit or discard NOTE: Flex and overheads should be sent to the ROU. Other items should be transferred of discarded per Region Operations Manager's discretion Collect the following items from all terminated employees as applicable: - Office keys - Security cards - Telephone cards (AT&T) - Field Sales operating fund - Company car - American Express credit card	Harold Roseman, ext. 6188
Miscellaneous Change address at Post Office to Region Operations Unit Send notification letter to internal Home Office departments informing them the office is closed (see attached letter)	

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

NOTIFICATION OF OFFICE CLOSING TO RJR DEPARTMENTS

September 29, 1993

TO: Ms. M. D. Reavis - RJRT, Plaza 4
Ms. K. W. Noxon - RJRT, Reynolds 3
Mr. J. M. Olenick - RJRT, Reynolds 5
Mr. F. A. Jordan - RJRT, Reynolds Basement
Ms. S. W. Beane - RJRT, Plaza 10

SUBJECT: Office Closing

This is to inform you that all operations will cease for the _____Division (# xxxx) effective _____. All files and company records have either been shredded or shipped to the _____ Regional Operations Unit (ROU) or _____ Division office. All mail will be forwarded to _____ROU.

Attached is a list of the scheduled return dates for various company equipment. All office furniture will be (indicate disposition - donated, moved to ROU, etc.).

Please contact _____ if you have any questions.

cc: Regional Manager
C. D. Ashby - RJRT, Reynolds 4
Mike Lewis - AT&T
William R. Proctor - RJRT, Plaza 10

51843 0485

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

DIVISION _____

CLOSING SCHEDULE

Date Scheduled

Telephone Company to Disconnect Lines

AT&T to Pack-Up Phones

Lanier to Remove Copier

Postage Equipment Returned

Computer Equipment to be Packed Up

Furniture to be Moved

Files to be Shipped

51843 0486

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

SAMPLE FORMAT

NOTIFICATION TO LANDLORD OF OFFICE CLOSING

(TO BE TYPED ON REGIONAL MANAGER'S LETTERHEAD)
(Send Certified Mail)

Landlord/Lessor
Address

Lease By and Between _____(Landlord/Lessor) and R. J. Reynolds Tobacco company (Tenant/Lessee). for Premises Located at: _____

Gentlemen:

The purpose of this letter is to inform you of a decision made by R. J. Reynolds Tobacco Company and its resultant impact on our business relationship. The field sales force of our Company is undergoing a company-wide realignment which will necessitate the closing of some of our sales offices throughout the country. As a result of that decision, we are constrained to send this letter to notify you that we must terminate the lease referred to above effective _____30 (or 31), 1993.

We are aware that ____ full months remain on the lease and would appreciate an opportunity to discuss the early termination of the lease with you to determine an equitable resolution which would be beneficial to both our companies. For this purpose, please have your representative contact (Regional Operation's Manager's name) of my staff at your earliest opportunity.

R. J. Reynolds Tobacco Company sincerely regrets this decision. We have been very comfortable in our present premises and the accommodations you have provided but the exigencies of our present business situation leave us with no other alternative.

Sincerely,

(Regional Manager's name)

cc: Landlord/Lessor's Lending Institution, (if required)

IMPORTANT NOTE - Check the actual lease document as well as any Estoppel certificates or Non-disturbance, Attornment and Subordination Agreements to see if the Landlord's lending institution is required to be notified of any changes in lease status.

51843 0487

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

RETENTION POLICY (continued)

PERSONNEL/EXPENSE REPORTS

Jobber Invoices (marked deposit received)	3 years plus current
Cash Order Slip (Form 1145) (For Cash Sales to Retailers)	3 years plus current
Cash Display Slip (Form 3308) or Cash Order Slip (Form 1145) (For Displays paid by cash)	1 year plus current
Applications for Employment	2 years plus current
Automobile Accident or Loss Notice (Form 10322-U)	6 months plus current
Employee Files - Active Employees	3 years plus current
Employee Files - Terminated Employees	1 year
Work With Files - Active Employees	1 year plus current
Field Sales Applicant Flow Chart	2 years plus current
Listing of Job Vacancies Report or state reporting form (if provided)	1 year plus current
Disciplinary Documentations	For as long as the individual is employed.

OTHER

FSOF Forms	1 year
Coded Correspondence	1 year plus current
All other reports	1 year plus current

51843 0488

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

RETENTION POLICY

SIS

Current Contracts	As long as contracts are in effect.
SIS Data on Pay Register Monthly Retail Account Coverage Brand Distribution	Maintained in Historical Report Feature of SIS
Signed Preliminary Pay Register - Merchandising	1 year plus current
Variance Report (P/R) - Vending and Merchandising	1 year plus current
Signed Final Pay Register - Vending and Merchandising	1 year plus current
Form 7101's - which support Tax Information and Merchandising payment changes	1 year plus current
Canceled Contracts for Shelf Display Plans and Counter Display Plans	3 years plus current
Additional SIS Reports	Retention at manager's discretion

TPS

Blue Tissue Copy of Drafts	2 months
TPS Office Expense Bills	7 years*
TPS Weekly Exception Report	6 months plus current
Division Office Property Tax Records	Permanent File - As long as office is active.

* 7 Year retention period is required by the Tax Department.

51843 0489

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

INSTRUCTIONS TO DISCONNECT TELEPHONES

- Contact local phone company - tell them to have all accounts closed as of last day of business for the office. Make sure **all** phone lines are closed. This includes:
  - Every incoming phone number
  - Fax lines
  - Data line (for modem hook-up)

  Final bills should be sent to the Regional Operations Unit

- Contact Mike Lewis with AT&T (800-437-8083 ext. 3021) to have AT&T pick up all phone equipment and close the AT&T account for that office. (AT&T bills us for equipment and maintenance. Phone calls are billed through the local phone company.)

- Prepare shipping labels to return equipment. AT&T will actually provide and pack the boxes but it is our responsibility to mail them. Unless another RJR location is specified (which may occur), mail boxes to:

  Tri Comm
  3909 West Point Blvd.
  Winston-Salem, NC

- Contact Mary Reavis at RJR (ext. 2811) with any further questions.

51843 0490

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

COMPLETE AND SUBMIT THIS FORM TO KATHRYN NOXON, SALES AND MARKETING FINANCIAL SERVICES, REYNOLDS 3.

Excess Furniture Form

Region #

Description of Item	Quantity	Condition	Current Location
(Desk, Chair, File cabinets, Credenza)		(Excellent, Good)	(Division #, and City)
(Workstation (cube) for Sec. ELM, etc),		(Poor, Unusable)	

51843 0491

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

51843 0492

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

FIELD SALES REALIGNMENT

- AVPs will provide RSMs the following to prepare for realignment:
  - Map/outline of new Region boundaries
  - New Divisions and Division numbers with authorized headcount for each Division. Each full-time headcount was based on 7 calls per day - 228 days - or 1,596 gross calls per year
  - New Chain Account authorized headcount:
    - -- CAMs and SAMs will have chain and Direct Account responsibility. SAMs will report to CAMs and will work across Division boundaries.
    - -- SAMs will concentrate on developing programs to service low volume accounts, 74 cartons and below with direct accounts.
  - New frequency guidelines
  - Realignment guidelines

- RSMs will provide DMs the following guidelines to prepare for realignment:
  - Map/outline of new Division boundaries
  - New authorized headcount for Divisions and new Division numbers. Each full-time headcount was based on 7 calls per day - 228 days - or 1,596 gross calls per year.
  - New defined Chain Account/Direct Account requirements:
    - -- Chains/Direct Accounts assigned to CAMs, SAMs, Division Managers
    - -- SAMs will report to CAMs and work accounts in multiple divisions
    - -- SAMs will concentrate on Direct Accounts to develop programs to service low volume accounts, 74 carton and below.
  - New frequency guidelines

Carton Volume	Frequency	Percent of Calls
300+	2	60%
	4	40%
299-200	2	60%
	4	40%
199-100	4	100%
99 - 75	6	60%
	13	40%
74 - 0	0	100%

Note: All "D" calls were assigned 52 frequency

51843 0493

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

- Authorized headcount has been determined from the new frequencies and if you adjust any calls to increase frequency, you will also have to adjust some calls frequency down to balance your gross calls.

- It is the responsibility of the Division transferring Reps, geography, or accounts to initiate a Territorial Change Bulletin. Submit all Territorial Changes Bulletins to Mike Judkins, Sales Personnel.

51843 0494

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

TERRITORIAL CHANGE

Effective Date of Change:

Divisions Affected:

From:

To:

51843 0495

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Direct Accounts Affected:

Transfer From:

To:

Account #	Name	City/State	Warehouse

51843 0496

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Off Listed Direct Accounts Affected:

Transfer From:

To:

Account #	Name	City/State	Warehouse

51843 0497

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Division Personnel Changes:

Transfer From:

To:

Title/Name	SSN #	Account #	Co. Car	FSOF

51843 0498

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Revised Division Listing

Authorized Headcount — (Management, Sales Reps, SFS)

Personnel	Account #.	Territory #	Car #	Operating Fund

51843 0499

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Field Sales Realignment

Important!

- New divisions and call frequencies will be **loaded into SCP by October 11.**
- All changes to the Field Sales call plan must be **completed by 5:00 PM October 22.**
- The new plan will be **implemented on October 25.**
- Each Division Manager is responsible for completing his/her own realignment.
- The purpose of this document is to provide instructions for completing the realignment. It includes the following information:
  - background information on this process
  - a checklist for completing the plan
- Certain steps in the checklist reference the *SCP User Guide* that was issued earlier this year. If you cannot locate your copy (or if you are a new DM), call the SCP Hotline to have a copy sent to you.

SCP Hotline

If you need assistance during this 2-week period call the SCP Hotline at:

1-800-852-8015 ext. 7745

An attendant will direct your call to the first available technician. Be prepared to tell the technician *exactly* which step you are on in the checklist.

Background Information

For those of you who are new DMs or new to realignment, the process you must complete is referred to as Sales Call Planning. Its purpose is to assign the accounts in your division to your sales reps for effective call coverage. Due to recent changes in the workforce, it is necessary to implement the new call plan in a very short time frame. During this period, your reps will continue to call on their current assignments using their old territory numbers.

The basic procedure for realigning territories is to establish call frequencies for each account and then assign reps to the accounts (territory realignment).

What's been done so far:

- All divisions have been realigned. The accounts you are now responsible for have been loaded into SCP under your division.
- New call frequencies have been applied to your accounts.
- Calls with a volume of less than 75 cartons per week have *not* been loaded into SCP at this time. They have been given a territory designation of "7X" for future evaluation.

51843 0500

© R. J. Reynolds Tobacco Company

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Realignment Checklist

Please review the *entire* checklist before beginning this process so that you are familiar with the basic steps involved. Once you've read this checklist, begin progressing through the steps in sequence. Plan the most time for steps 5 – 8.

■ Planning for Realignment:

1. **Verify that you have received the following information from your Region Manager:**
   - Geography you are responsible for.
   - FTEs (headcount) you are allowed.
   - Individuals you are responsible for.
2. **Prepare for realignment:**
   - Obtain a map of your new division and plot your sales headquarters points.
   - Determine which territories currently have sales reps assigned to them and which do not.
   - Review the unassigned territories to evaluate which accounts should be covered "out of territory" by one or more reps. Consider geography when making these assignments.
3. **Let your Sales Reps know that they will be calling on their current SIS accounts using their current territory number until October 25, 1993. Discuss any "out-of-territory" calls you wish for them to make.**

The above steps attempt to provide the smoothest transition possible while you are realigning calls.

■ The Realignment Process:

5. **Review the new call frequencies that were loaded into SCP and only make adjustments where necessary. (Refer to the steps below for instructions.)**

   As previously noted, SCP has been loaded with all the accounts that comprise your division. These accounts have also been loaded with the new call frequencies based on national standards. For example, 60% of your accounts with a volume of 300+ carton per week were assigned a frequency of "02" while the remaining 40% were assigned a frequency of "04." These assignments were based on *volume* and *current call frequency*.

   You are welcome to review and modify these frequencies using the instructions provided below. **Any changes will not, however, adjust the number of FTEs assigned to you.** If you increase frequencies for one or more accounts, you will need to decrease frequencies for others to obtain a balanced call plan.

   a. Log on to Sales Call Planning (see page 1-8 of the *SCP User Guide* for details).

   b. Invoke FRQ.

   c. Enter your sales level and specify **P** (proposed), **F** (full-time).

   d. The system displays the number of accounts, full time calls and FTEs in each frequency category.

51843 0501

© R. J. Reynolds Tobacco Company

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

e. To review the calls with a particular frequency, enter X beside the desired frequency category and press [ENTER].

f. The sales call plan is displayed. Review the accounts that have been assigned the frequency selected.

g. To change an account frequency code, position the cursor on the PROPOSED call class and type in the new code. Press [ENTER] to update the frequency for that account. Repeat for other accounts.

h. To return to the list of frequency categories, press [PF3].

i. Repeat the above steps to review/modify frequencies for accounts in other frequency groups.

6. **Review your total accounts and gross calls in BGT to determine the average number of gross calls per rep.**

The gross calls per rep (total calls divided by the total reps) provides a guideline for you to use when realigning territories. Since frequencies have been reduced, you will need to realign accounts to make "full" territories. (Detailed instructions are provided on pages 4-2 – 4-6 of the *SCP User Guide*.)

a. Log on to Sales Call Planning; invoke BGT.

b. Enter your sales level and specify **P** (proposed), **F** (full-time).

c. The sales call budget is displayed. Determine the gross calls per rep by dividing total calls by total reps.

(To have the system calculate this for you, press [PF19]. In the pop-up window, enter the number of FTEs assigned to you; press [ENTER]. The average FT accounts and average FT calls are displayed. Press [ENTER] to exit the pop-up window.).

d. Review the TOTAL CALLS for each territory; note which ones are over-scheduled which are and under-scheduled. These are likely candidates for realignment.

7. **Print a hardcopy of the current call plan to assist you in the realignment process.**

This step is optional — the same information is available online. However, if it is easier for you to think about your division by reviewing and marking up a hardcopy, please do so. (Detailed instructions are provided in Appendix C of the *SCP User Guide*.)

a. Log on to Sales Call Planning; invoke WKS to print a worksheet in Master List Scroll List format.

b. Enter the range of territories you wish to include in the printed worksheet.

c. Enter **P** (proposed) and **B** (budgeted).

d. Press [ENTER]; verify print route information and press [ENTER] again.

e. Use the report to assist you with the realignment.

8. **Realign calls using SCP.**

Once you have determined the gross calls per rep and have pinpointed territories that need to be realigned, you may begin moving calls. (Detailed instructions for this process are provided on pages 5-1 – 5-11 of the *SCP User Guide*.)

51843 0502

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

a. Begin by pulling accounts into SCP for realignment. To do this, invoke SCP and specify criteria for the group of accounts you wish to realign on the M01 screen.

b. Since geography plays a role in how accounts are realigned you may want to pull in accounts based on zip code or city. To do this, invoke function M85, Zip Code selection, or M86, City selection, from the M01 screen.

   You will be prompted to enter additional criteria if you use either of these options.

c. When the Sales Call Plan is displayed, press [PF11] (RIGHT) to view territory alignment information.

d. There are 2 methods that can be used to modify territories:

   - To change an individual territory, type over the 2-digit territory code of each account to be changed. Repeat for other accounts you wish to reassign.
   - To assign a particular territory to a page of accounts or the entire list, use AUTOFILL (PF19). When the Autofill dialog box is displayed, make sure the territory you wish to apply is displayed and indicate if you want to autofill the entire list or the current page only.

     (See page 5-8 of the *SCP User Guide* for details.)

e. Repeat the above steps until all territories have been realigned.

■ Finalizing the Plan:

9. Finalize the call plan.

Your call plan must be finalized by October 22, 1993 at 5 p.m. EDT. (Detailed instructions for performing this process are on pages 4-7 – 4-8 of the *SCP User Guide.*)

a. Log on to Sales Call Planning; invoke BGT.

b. Enter your sales level and specify **P** (proposed), **F** (full-time).

c. When the budget is displayed, press [PF17] (FINAL) to finalize the plan.

d. Enter the word, **FINAL**, in the space provided, and a date of **10231993** in the IMPLEMENT ON date field.

e. Press [ENTER]. The system will display the message, "Accounts Finalized Successfully." The plan is now finalized.

10. Print a hardcopy of the new assignments.

To obtain a printout of the new assignments, use one of the following SCP report options:

- WKS: Prints a worksheet in Master List Scroll List format
- ASP: Prints an Account Specific Profile (1 account per page)

Use these reports to prepare for your meeting with your Sales Reps and have an extra copy on hand for them.

51843 0503

© R. J. Reynolds Tobacco Company

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000

Instructions for printing WKS are provided under step 7, above. To print ASP, complete the steps provided below:

a. Invoke ASP.

b. Enter the range of territories you wish to include in the printed worksheet.

c. Select the sequence in which you wish to print the report (by Territory/ Route/Account, or by Account only).

d. Press [ENTER]; verify print route information and press [ENTER] again.

■ Follow-Up:

11. When the realignment has been implemented (after October 25), evaluate low volume (<75 carton per week) calls.

As mentioned earlier, calls moving fewer than 75 cartons per week were not loaded into SCP, and were therefore not assigned to a rep. If the SIS volume associated with any of these calls is subsequently increased, the calls will need to be reevaluated.

a. Log on to SIS; invoke M01.

b. In the SALES LEVEL field, enter your division and a territory of **7X** (where **X** denotes the actual territory number). For example, **212671**.

c. Enter **M17** (Select by Volume) in the FN field and press [ENTER]. Specify a volume range; press [ENTER].

d. The M03 scroll list will display accounts in your division with the volume range specified. Select accounts you wish to assign to sales reps.

e. There are 2 methods that can be used to make these assignments:

- Invoke SIS function XXX to modify accounts individually.
- Invoke SCP if a large number of accounts are to be modified. (Refer to step 8, above.)

51843 0504

© R. J. Reynolds Tobacco Company

Source: https://www.industrydocuments.ucsf.edu/docs/snbp0000